

# BALTIMORE CITY ECONOMIC GROWTH STRATEGY

## Building on Strength



Mayor Martin O'Malley

# Foreword

The Baltimore City Economic Development Growth Strategy articulates a powerful vision for economic growth in Baltimore City and sets out a course to achieve that vision. It expands the traditional definition of economic development and enlists all agencies within City government in a collaborative effort to promote growth and investment in Baltimore City. The report is designed to be a blueprint for the City and other interested parties. It is not an operational plan. Rather, it emphasizes the key elements of an economic development strategy and reflects the highest priorities to be addressed in implementing that strategy.

Although the substantial physical infrastructure under City government's direct or partial control represents strategic assets that can be leveraged to support economic growth, government alone cannot advance the City's economy. It will take the collective energy, resources, experience, determination and skills of the private sector, universities, hospitals, non-profit organizations, and neighborhoods - working with the City government - to create the vital cycle of economic prosperity.

The report is organized in five sections. Each section describes an essential and interrelated component of the strategy. The report starts by articulating the overall purpose and vision of the Growth Strategy. In addition, it discusses the important relationship between recommendations contained in this report and companion strategies focused on cleaner and safer streets and preparing the City's workforce.





## **SECTION I**

### **Why a Growth Strategy?**

- ❖ Our Vision
- ❖ Three-legged Stool
- ❖ Clean and Safe
- ❖ Workforce and Public Schools

## **SECTION II**

### **Core Principles.**

These six fundamental principles underlie the formation of this strategy and reflect the Administration's values with regard to expanding development opportunities throughout Baltimore City. In addition, the core principles will be central in making the sometimes-difficult decisions associated with implementing the growth strategy. The Core principles are:

- ❖ Creating Wealth For Residents and Businesses
- ❖ An improved Quality of Life
- ❖ Building Upon Strengths
- ❖ Risking Greatness
- ❖ Setting High Expectations
- ❖ Embracing Change
- ❖ Setting Priorities

## **SECTION III**

### **Leveraging Baltimore's Unique Assets.**

This section identifies key Baltimore City strengths, representing Baltimore's best assets/opportunities for retaining and attracting new jobs, leveraging private investment and expanding the City's revenue base. For each asset, we discuss specific strategies for building upon these strengths. The key assets are:

- ❖ Johns Hopkins
- ❖ Inner Harbor and the Waterfront Neighborhoods
- ❖ University of Maryland Baltimore/University of Maryland Medical System
- ❖ College Town Cluster of Universities and Colleges

- ❖ Mount Vernon/Midtown Cultural District
- ❖ Intercity Transportation Infrastructure
- ❖ Access to East Coast, Washington, DC
- ❖ Industry Clusters

## **SECTION IV**

### **A Desirable Place to Live and Work: Targeted Quality of Life and Infrastructure Improvements.**

Cities, metro areas and states are increasingly realizing the importance of quality of place to their economic success. Baltimore must begin to assemble resources to make strategic investments in neighborhoods and targeted quality of life and infrastructure enhancements if it is to emerge from its current position. Improvement in these areas should stimulate the potential of key assets and increase private sector investment. This section is divided into two main parts.

- ❖ Neighborhood Oriented Investments
- ❖ Quality of Place Investments
  - ❖ Commercial Revitalization
  - ❖ Main Streets
  - ❖ Gateways
  - ❖ Neighborhood Schools
  - ❖ Parks and Recreation
  - ❖ Expanded Arts, Cultural and Entertainment Facilities

## **SECTION V**

### **Organizing Government for Economic Development.**

Slow and arduous development and permitting processes creates frustration among developers and limits opportunities for investment. This section discusses efforts to create a more efficient, responsive and accountable city government.

- ❖ City Agency Collaboration
- ❖ Capital Improvement Plan/Creative Financing
- ❖ CitiStat
- ❖ Removing Barriers

# Why a Growth Strategy?

*"If you don't know where you're going you might not get there."*

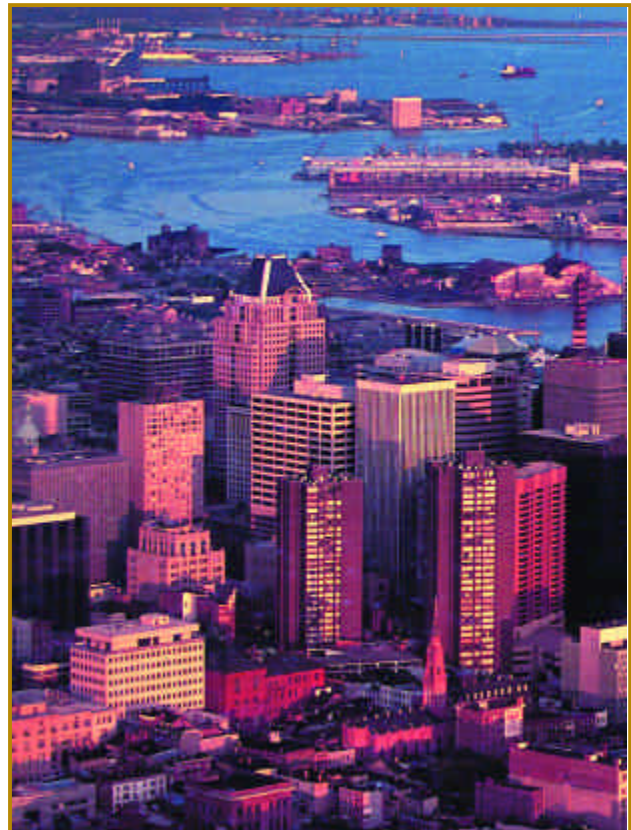
- Yogi Berra

Major forward-looking American cities are enjoying an economic resurgence by rediscovering and building upon their historic roles as centers for arts, entertainment, innovation and the creation of specialized goods and services. Students, singles, young couples, and empty nesters are gravitating to urban centers to be near amenities, diverse populations, and jobs. Moreover, successful cities recognize their role in a global, knowledge-based economy. Many cities, including those that compete with Baltimore for talent and investment, have recognized that investing in "quality of place" should be at the center of any strategy to attract skilled labor, new investment and quality jobs.

Although Baltimore now has begun to participate in the rebound experienced by many major U.S. cities, the City's overriding emphasis during the 1990s of balancing the budget without sufficient emphasis on improving a deteriorating quality of life (that was driving away investment) has taken its toll. While several Baltimore City neighborhoods are attracting middle and upper income residents and realizing high levels of investment, many have been in decline or at best, face a stagnant future. A strong African-American middle class is too often leaving the City to live in nearby counties. 57 percent of Baltimore's adult workforce have no formal degree (compared with 11 percent nationally); 27 percent have a high school degree as the highest level of educational attainment, and only 16 percent have post-secondary credentials. Although new projects flourish around the Inner Harbor and waterfront, many other areas of the City have experienced disinvestment.

In the last two years, the O'Malley Administration has made significant progress on reversing this decline by fostering a renewed sense of pride in Baltimore and focusing efforts on restoring market confidence in Baltimore's neighborhoods and business districts. However, Baltimore cannot begin to realize its full potential as one of America's great cities until businesses, residents, developers and elected officials have confidence to invest in its long-term prospects.

The purpose of this Economic Growth Strategy is to help restore faith and confidence in the City's future by articulating a vision and setting out specific plans and priority actions and investments that are necessary to achieve that vision. This document reflects choices about how the City must deploy its scarce human and financial resources and adopt key principles associated with high growth and prosperity.





## Our Vision

We imagine Baltimore as one of America's most thriving cities. Here is what we see:

*Private investment flourishes in its neighborhoods, Main Streets, and business districts, as concerns about public safety and trash fade into a distant memory. Baltimore's historic districts, tree-lined streets, grand parks, vibrant waterfront, and great diversity attract new residents and businesses. Healthy children and young adults excel in world-class public schools. Dozens of small and large biotechnology firms thrive in a new business park setting north of the Johns Hopkins Medical Campus and around the University of Maryland at Baltimore. Students, medical professionals, new residents and arts patrons fill the vibrant streets around the Hippodrome Performing Arts Center. Cyclists, joggers and walkers from the City's many vital neighborhoods fill the public greenways and trails linking to a great urban park system and a unique 15-mile waterfront public promenade. Baltimore's minority business community is one of the strongest in the nation and the City's thriving ethnic communities are attracting many foreign immigrants every year. Tourists and conventioners discover areas beyond the Inner Harbor, taking advantage of the wide variety of cultural, historic, recreation and entertainment options throughout the City.*



## Three-Legged Stool

While this report focuses primarily on strategies central to achieving economic growth, its success depends on a concomitant program in reducing crime, improving schools and preparing our workforce. The Growth Strategy represents one leg of a three-legged stool, with each leg representing a different, but equally important, component of achieving long-term economic growth and prosperity. One leg - the focus of this Strategy - represents strong neighborhoods, job growth, and a high quality of life. Another leg represents first-rate public schools and well-trained workforce. The third represents public safety and a cleaner city.

Therefore, this Economic Growth Strategy should be viewed as a companion to the Administration's commitment to reducing crime in Baltimore City, cleaner streets, improving public schools, and creating an integrated workforce development system.



## Clean and Safe City

Sustained and widespread growth can only occur when public safety and justice are restored to every Baltimore City neighborhood. The recommendations in this strategy are meant to build upon the Administration's substantial progress on reducing violent crime and curtailing drug addiction. Programs such as Baltimore Rising, a faith-based, community-driven mentoring and monitoring program are aimed toward at-risk youth, providing options to drugs and street gangs. Continued investment in these initiatives is critical to building the foundation upon which the recommendations in this strategy rest.

Without tackling the basics, crime and grime, Baltimore can never hope to attain greatness. Over the past two years, Baltimore has become a cleaner city. By sponsoring neighborhood cleanups and reorganizing sanitation boroughs into more efficient and effective teams, we have taken a major step forward in tackling the trash problem in the city. CitiStat has also helped in reducing the backlog of complaints, including dirty alleys and trash pickup. The City will continue to encourage neighborhoods to sponsor area clean-ups, while maintaining a high-level of sanitation service.



## Preparing Our Workforce

Perhaps the single most important indicator of an area's economic well being is its ability to both generate and fill substantial employment opportunities. Labor market and economic trends point to an economy driven by technology and reliant on a very different set of workforce skills than those of the past. Baltimore's ability to build a workforce that is responsive to the challenges and the demands of a knowledge-based economy will be crucial for promoting our economic growth.

The Mayor's Office of Employment Development, working with Baltimore's Workforce Investment Board, has developed targeted strategies to address Baltimore's workforce issues at all levels. These are strategies for building workforce skills, as well as building new economy jobs.

## Promoting Literacy and Academic Credentials

Nationally, the education level of adult workers has increased significantly in the past three decades. Currently only 11% of American workers have less than a high school diploma. Unfortunately, Baltimore is way behind with 57% of its adult workforce (25 years and older) having no formal degree, 27% having a high school degree as the highest level of educational attainment, and only 16 % having post secondary credentials.



The Maryland Business Roundtable's (MBR) recent Educational Needs Assessment Survey showed that Baltimore City employers were most concerned about their employees' lack of basic education and over half felt that the lack of qualified employees affected their ability to do business here.

Therefore, a critical component of Baltimore's workforce-economic growth strategy must be a tremendous expansion and increased access to adult basic educational opportunities. GED programs, both on- line and facilitated by instructors at career centers , must be made available throughout the community to ensure every City resident has the chance to increase academic skills and to acquire necessary credentials. At the same time, an intensive focus on infusing stronger secondary school retention efforts and targeted drop out prevention initiatives, such as expanding the highly effective FUTURES program, are crucial. More "second chance" opportunities for the significant number of disconnected youth who have left school without a diploma ( a large number of whom are both out of school and out of work) must also be included in this overall plan to increase the literacy skills of Baltimore's youth and young adults. While these strategies can be effective in addressing the short/moderate term skills deficit, a concerted effort must also be made to promote the number of City residents acquiring AA and Bachelors degrees-particularly in math, science and technology. And, greater linkages and more affordable matriculation efforts to connect residents to the outstanding array of post secondary institutions located in and around Baltimore City need to be created.

This is more than good social policy. *Challenges and Policy Options: Labor Market Conditions Among 16-24 Year Old Young Adults in Maryland and the Baltimore PMSA*, a recent report conducted by the Center for Labor Market Studies at

Northeastern University and the Sar Levitan Center at Johns Hopkins University shows that just over 50% of Baltimore area young adults lacking a high school diploma were able to obtain any type of job during the 1999-2000 period. The study further translates this information into economic terms by comparing lifetime earnings of persons lacking a high school diploma (\$ 769,000) with those holding a post graduate degree (\$ 3,122,000). And, just as significant is the ripple effect this correlation between education and earnings has on the economy. The research shows that young people who drop out of high school forego over \$400,000 in life time earnings compared to those who graduate – and this means both lost tax revenues and lost consumer spending.

Simply put, resources targeted to improving the literacy skills of our City's current and potential workforce must be seen as a wise investment that will yield a long term pay-off.



## **Promoting Technology Skills**

Information technology has revolutionized the workforce. Nearly all workers today must be equipped with basic computer skills. Currently Baltimore's top economically influential industries (based on size, number of establishments and payroll) include healthcare services and life sciences, financial services and technology-all of which rely heavily on the use of computers. The MBR survey referenced above indicated that 47% of Baltimore City employers expect employees to have computer skills. This percentage is consistent with national labor market demands and will undoubtedly increase as the businesses of the New Economy grow.

Mayor O'Malley has made "bridging the digital divide" a priority for his administration and by promoting Baltimore's Digital Harbor strategy he is clearly paving the way for ensuring every City resident becomes computer literate. Institutionalizing this message by ensuring every public school student take and successfully complete computer courses will be necessary. We may even want to push the envelope by requiring every high school student to demonstrate computer proficiency as a condition for earning a high school diploma.

Setting up convenient and accessible "digital learning labs" is currently being done in all of the City's One Stop Career Centers. These computer learning stations should also be made available throughout the City in a variety of community places where free classes can be offered at flexible times to accommodate all city residents--- young and old, unemployed as well as our working adult population.

Additionally, enhancing and expanding avenues that provide new and existing workers with formal training in the field of information technology should continue to be a major element of our workforce development efforts. Baltimore is

fortunate to have access to significant resources from two federal grants ( \$20.2 million in MetroTech funds and \$2.5 million from a U.S. Department of Labor Greater Baltimore Training Technology Connection ) to support employers in their efforts to build the technology skills of their entry level and incumbent workers. It will be important to promote these opportunities and advocate for sustained funding. Ensuring a technologically literate workforce is not an option-it is a necessity.

## **Promoting Career Specific Skills of Emerging and Incumbent Workers**

There is no stronger case for the integration of economic and workforce development than the ability to point to a pipeline of qualified workers ready to meet the expectations of all existing, expanding and new businesses. By focusing our efforts on building the "pipeline" in our schools, the Baltimore Workforce Investment Board advocates for an expanded emphasis on school to work programs and on escalating and refining the development of the career academy network presently evolving in the City's high schools. Baltimore City has an excellent framework in place called Career Connections. Building upon this base and expanding the existing public-private partnerships and strengthening the industry advisory boards that guide the academies and provide for direct business involvement in designing curriculum and setting standards is strongly recommended.

Concurrently, efforts must be focused on creating connections for the significant number of Baltimore's out of school youth. Most of these young people lack basic academic skills and have limited ability to meet the occupational demands of today's job market. They are least likely to survive economically in the New Economy without opportunities to develop the technological skills these new jobs will require.





The City's multi-million dollar Department of Labor Youth Opportunity initiative presents an unprecedented chance to provide thousands of disconnected City youngsters with the means and the support to take advantage of a full array of career development and skills building resources. Every effort must be made to ensure this crucial funding stream is retained and that these dollars are being effectively targeted and are producing important academic and employment outcomes. The workforce continuum must also include strategies that address the need to continually upgrade the skills of our current workers. Today's job requirements are changing at a rapid pace and demand workers learn new skills to keep up with new needs. Improving incumbent employees' skills offers several benefits to the economic picture.

An educated and skilled workforce is one of the most important factors in an area's ability to attract businesses and help them grow and prosper. Therefore, building the skills of our most critical asset---our human capital---must be at the heart of Baltimore's economic growth strategy. A multi-faceted, broad-based workforce policy agenda is being recommended. It suggests significant investment be made in education, technology and career specific skills training for our emerging, existing and future workforce. Transportation linkages to jobs outside the City

need to be examined. Plans to strengthen our regional alliances and promote cross jurisdictional workforce initiatives also offer promise for promoting a strong regional workforce system. And providing businesses and job seekers with easy and convenient access to the full and diverse array of workforce services will be an important feature of making the workforce system function efficiently and effectively.

### **Improving Public Schools**

The lack of quality public schools has been one of the key reasons that families leave cities across the country. Once children reach school age, many families move to neighboring counties. Baltimore is fortunate to have a good system of private and parochial schools, however, if the city hopes to build its resident base, it must continue to invest significant resources into the public school system. The City's high school drop out rate, which according to the Maryland State Department of Education is three times that of the of the state's overall rate, continues to exacerbate this situation.

Since 1997, the New Board of School Commissioners has moved aggressively to identify and implement a variety of research-based effective practices to improve the academic achievement of all Baltimore City public school students. Having approved standards and curricula that align with those of the Maryland State Department of Education and national professional organizations, the New Board of School Commissioners has put in place a number of nationally recognized educational improvement models and strategies that have demonstrated sustained student success. City first graders have scored above the national average in reading and mathematics for the first time in nearly three decades. Since 1997, Baltimore schools improved on the Maryland School Performance Assessment Program. The City has pooled pub-

lic and private dollars to raise over \$3 million to provide computers, improving an 11 to 1 student to computer ratio to a 7 to 1 ratio in just two years. Two Baltimore City public schools have been designated National Blue Ribbon Schools: Baltimore City College and Baltimore Polytechnic Institute.

The Baltimore City Public School System in its drive to improve schools has been working toward a major restructuring of the entire system: reorganizing several schools into pre-kindergarten through eighth grade to provide a more holistic educational experience and pool limited capital and administrative resources, breaking large and impersonal high schools into small learning communities and restructuring its special education programs and redesigning nine of Baltimore's large, neighborhood high schools into smaller academies. The Blueprint for Baltimore's Neighborhood High Schools provides the framework for transforming the city nine neighborhood high schools into small

learning communities, using research based-designed. Subsequently, in February 2002, the Bill and Melinda Gates Foundation and eight philanthropic organizations in the Baltimore area granted the district \$20 million to retool nine of the lowest performing high schools. "Targeting high schools will have the dual effort of benefiting the students who are most underserved and the ones closest to becoming the adult population."

While it is not the goal of this strategy to recommend ways to improve the school system, it does highlight the importance of quality public schools to the overall goal of improving quality of place in the daily practice of economic development. The City must continue to invest time and resources in alternative options for local youth to enhance the importance of education, including full day kindergarten programs (from 109 to 215), Baltimore Rising (with 400 kids participating), FUTURES and after-school opportunities (\$5.4 million raised).





# SECTION I:

# Core Principles

To some, the Core Principles may seem self-evident; yet, they represent a fundamental shift in the way Baltimore City conducts businesses, establishes priorities and makes decisions about allocating resources. They represent basic values of the O'Malley Administration and, in doing so, will be used by all City agencies to guide the Strategy's implementation.

## 1. Creating Wealth for Residents and Businesses

*"The people's government, made for the people, made by the people, and answerable to the people."*  
- Daniel Webster

A growing Baltimore City economy will create a myriad of wealth-generating opportunities for Baltimore City residents and businesses - high paying jobs, investment opportunities, and rising property values, to name a few. It is essential to this Administration that these opportunities are open to all citizens. This can only be accomplished by investing in our people through improved public schools, job training, and an on-going commitment to minority business development.

A recent study by The Milken Institute concludes that economic growth cannot be sustained without the inclusion of minority businesses and an infusion of capital into those businesses<sup>1</sup>. The study states that there is a fundamental mismatch between the primary sources of job creation and access to capital, especially within the minority community and that "resolving this mismatch is the greatest economic policy challenge in the new century".

It is the policy of the City of Baltimore to promote equal business opportunity in the City's contracting process by encouraging full and

equitable participation by minority and women's business enterprises in the provision of goods and services to the City on a contractual basis. The City has created a cabinet level Office of Minority Business Development to oversee the City's commitment to increasing the number of minority-owned firms doing business in Baltimore City and their capacity.



## 2. An Improved Quality of Life

*"What, really, is wanted from a neighborhood? Convenience, certainly, an absence of major aggravation, to be sure. But perhaps most of all, ideally, what is wanted is a comfortable background, a breathing space of intermission between the intensities of private life and the calculations of public life"*  
- Joseph Epstein

<sup>1</sup> "Mainstreaming Minority Business," The Milken Institute, September 2000.

The fundamental goal of the Economic Growth Strategy is to improve the livability and quality of life in the city. Increasingly, for those responsible for making decisions about where to locate their companies, high value has supplanted low cost as the critical factor. Companies today recognize that people - their creativity, ingenuity, know-how, skills and expertise - drive the knowledge economy. Retaining, attracting and training knowledge workers is essential to competing successfully in the global economy. Knowledge workers and the businesses that employ them are increasingly mobile assets, with freedom (or ability) to choose to locate in cities and regions with a high quality of life.

Throughout the United States, smart cities are reinvesting in those elements that distinguish them from their suburban counterparts - parks, cultural facilities, transit, waterfronts, brown-fields cleanup and historic neighborhoods. The quality of Baltimore's built environment, including its city's streets and public spaces, parks, and open space system, its harbor, historic architecture, and tight knit neighborhoods give it a special character, that creatively utilized, can shape the world's view of Baltimore and its competitiveness.

### 3. Building Upon Strengths

There are two basic approaches to developing a growth strategy. The first, a more traditional approach, begins by focusing on a community's needs, deficiencies and problems. This deficiency-oriented approach has failed in the past. In contrast, the second approach, embraced in this Growth Strategy, begins with an assessment of the community's capacities and assets, which results in market-driven, strength-based initiatives. The strength-based approach focuses on the capacities of its residents, workforce, and institutions and uniqueness of its natural

resources, built environment and historic resources.

Although Baltimore enjoys many significant strengths, the Strategy identifies 12 specific strategic assets in Section II. The fundamental principle of building on strengths, however, should not be limited to these assets. The seemingly smaller things that shape Baltimore City's character such as the "Painted Ladies" Victorian rowhomes in Charles Village, the Great Blacks in Wax Museum in Oliver or Hampden's famed "Miracle on 34th Street", for example - represent opportunities for leveraged public and private investment.

### 4. Risking Greatness

*"Only those who risk going too far can possibly find out how far they can go."*

- T.S. Eliot

It is the role of fiscal analysts, attorneys and city planners to caution decision-makers about the risks associated with any given strategy. However, it is the role of the City's leaders to balance those risks with the risk of moving too cautiously when bold action is required. Cities that take few risks in their pursuit of competitive excellence realize even fewer real gains. Success eludes those who seek every assurance before acting. The greatest risk of all is being too cautious. This core principle must be applied to decisions made - small and large - throughout city government.





## 5. High Expectations

*"The greater danger for most of us lies not in setting our aim too high and falling short; but in setting our aim too low, and achieving our mark."*

- Michelangelo

Mayor O'Malley has observed that for too many years, many people thought the problems facing Baltimore City were intractable. Leaders threw up their hands and presided over a period of managed decline. By naming Baltimore "The Greatest City in America," Mayor O'Malley has raised expectations, as a leader should. Baltimore will break from the negative culture of failure, which has for too long gripped this city.



## 6. Embracing Change

*"The definition of insanity is doing the same thing over and over and expecting different results."*

- Benjamin Franklin

"We tried that and it didn't work." "That's the way we've always done it." "We're already doing that." "We can't change the process." These classic bureaucrat statements represent some of the most potent destroyers of progress and good intentions - resistance to change. While it is a fallacy to consider change itself to be inherently good; City leaders, managers and workers must remain open to new ideas.

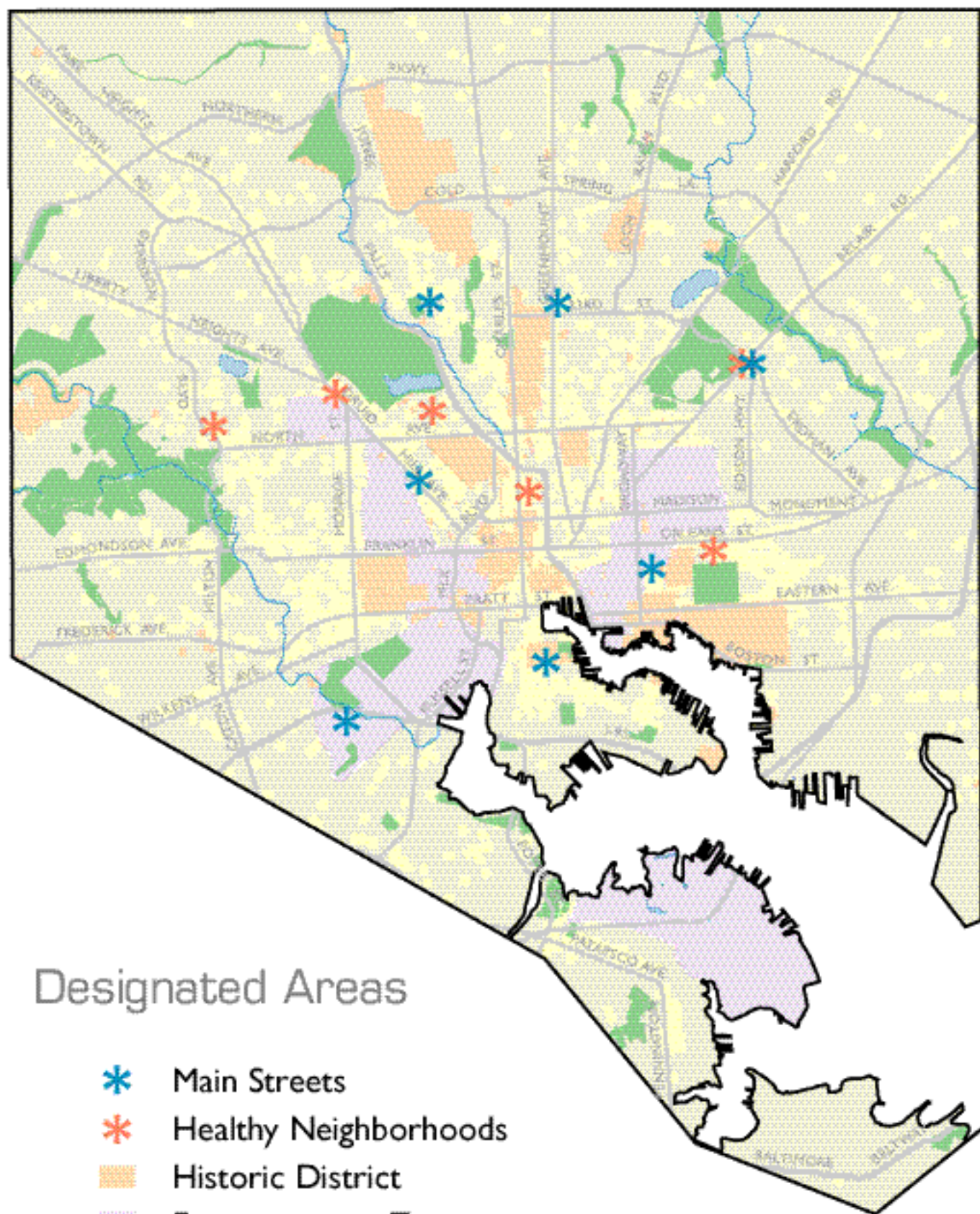


## 7. Setting Priorities

*"Destiny is not a matter of chance; but a matter of choice."*

- William Jennings Bryant

A wise person once said, "We have no more money, now we have to think." Baltimore City government cannot create significant impact if it continues to spread limited resources using a "salt shaker" approach. The needed quality of life improvements cannot be achieved through reactive, limited approaches, or by focusing the majority of our resources in a very few areas of greatest challenge and need. However, organizational changes can be made to strategically allocate limited resources to influence creation of an environment that unleashes the potential of the private market. Increased investments and resource allocations focused in areas of strength will result in rising private sector confidence and investment, an improved quality of life and outlook, and ultimately population growth. This will lead to improved fiscal stability, a higher quality workforce, healthier neighborhoods, and retention, growth and attraction of firms.



## Designated Areas

-  Main Streets
-  Healthy Neighborhoods
-  Historic District
-  Empowerment Zone
-  Parkland



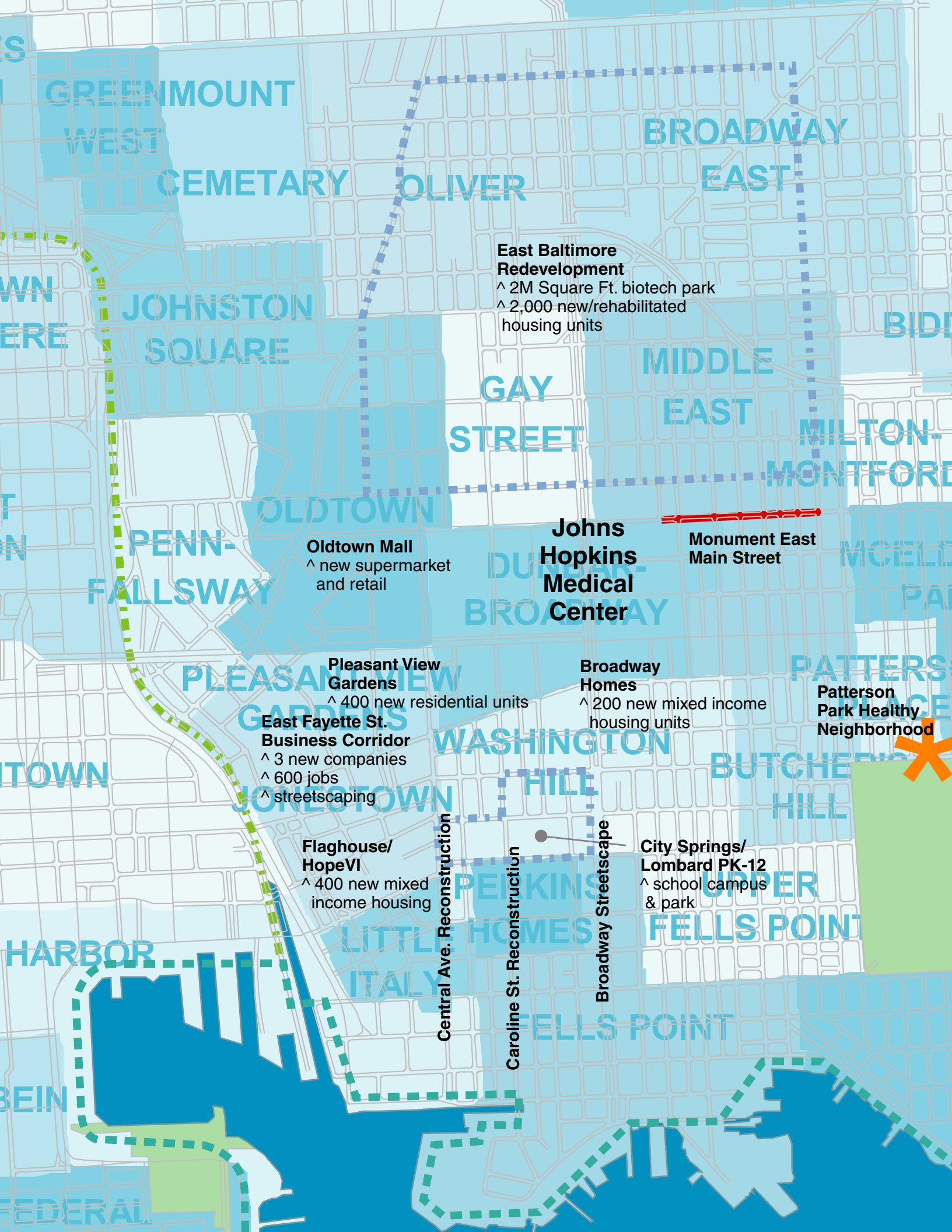
## SECTION II: Leveraging Our Assets

Great cities are typically defined by what makes them unique, including natural settings, architecture and historic structures, culture, institutions, public transit systems, parks and neighborhoods. Baltimore has a strong set of assets that anchor the City's economy. It is these assets that should be the cornerstone of economic growth and development, providing a strong and positive point of differentiation relative to other cities and surrounding counties. To date, the City has not adequately leveraged these enviable assets as part of a higher City vision for greatness.

The City's support of these assets comes in two forms: using non-financial resources that the City can bring to bear and investing in the creation of a healthy surrounding environment that allows these assets to thrive and thereby contribute to the overall economic development of the City. Each of the City's key assets are discussed below, followed by a set of Priority Actions that describe programs and initiatives intended to build upon these strengths.







GREENMOUNT  
WEST

CEMETARY

OLIVER

BROADWAY  
EAST

JOHNSTON  
SQUARE

GAY  
STREET

MIDDLE  
EAST

MILTON-  
MONTFORD

PENN-  
FALLSWAY

**Oldtown Mall**  
^ new supermarket  
and retail

**Johns  
Hopkins  
Medical  
Center**

**Monument East  
Main Street**

**Pleasant View  
Gardens**  
^ 400 new residential units

**East Fayette St.  
Business Corridor**  
^ 3 new companies  
^ 600 jobs  
^ streetscaping

**Broadway  
Homes**  
^ 200 new mixed income  
housing units

**Patterson  
Park Healthy  
Neighborhood**

**Flaghouse/  
HopeVI**  
^ 400 new mixed  
income housing

**City Springs/  
Lombard PK-12**  
^ school campus  
& park

**Central Ave. Reconstruction**

**Caroline St. Reconstruction**

**Broadway Streetscape**

# ASSET: Johns Hopkins Medical Campus

Universities are key components of the most comprehensive and successful economic development strategies. It is no coincidence that the nation's strongest high tech regions, including Raleigh-Durham, Boston, Silicon Valley, Austin, and Seattle, are home to some of the nation's premier research institutions. These cities have leveraged universities by fostering university-industry partnerships, attracting students and talent, nurturing innovation, and creating new business start-ups.

Johns Hopkins was the first American research university and remains the highest funded with over \$870 million in federal research funding per year (almost double that of second place Michigan). Johns Hopkins is the largest private employer in Maryland, providing over 37,000 jobs, of which Baltimore City residents hold 43 percent. Johns Hopkins generates over \$5 billion in economic impact. Affiliates of the university, such as Space Telescope and Kennedy Krieger, have brought some of the world's most renowned talent to the city. Johns Hopkins Hospital is considered the world's premier health care center.

However, a quality environment has not been created around Johns Hopkins that would leverage this asset into even greater economic and community gain. Studies nationwide reveal that research firms desiring to develop relationships with universities often want to be located at or near the campus to create synergies, improve collaboration and provide direct access to facilities and faculty.



## Priority Actions

### ❖ East Baltimore Development

Baltimore must work aggressively to ensure renewal of the blighted neighborhoods and gateways around Johns Hopkins' medical center, assemble land for related private development (new housing and a 2 million square foot biotech research park), boost the area's quality of life and re-establish economic health to East Baltimore.

### ❖ National Institutes of Health (NIH)

The City will actively support the construction of a new 550,000 square foot biotechnology research facility at the Johns Hopkins Bayview Campus to replace inefficient and aging facilities that now house the National Institute on Drug Abuse (NIDA) and National Institute on Aging (NIA).









# ASSET: Inner Harbor & the Waterfront Neighborhoods

Baltimore's Inner Harbor and waterfront and adjacent neighborhoods represent the City's greatest potential for expanding the city's revenue base through private investment, neighborhood revitalization and attraction of new residents and tourists. Approximately 30 developments, representing more than \$1.6 billion of private investment, are planned for Baltimore City's waterfront neighborhoods over the next several years. These include townhomes in Federal Hill, Fells Point and Canton, a five-star Ritz Carlton hotel at Harborview, Class A office buildings in Fells Point, Inner Harbor East and the Inner Harbor, and new expanded museums from Canton to Locust Point.

The Harbor area is also surrounded within a few blocks of its perimeter by many of the City's most historic, valuable and popular neighborhoods, including Canton, Fells Point, Little Italy, Otterbein, Federal Hill, and Locust Point.

## Priority Actions

### ❖ Updating the Master Plan

The City should update the Inner Harbor and other waterfront area master plans to address issues related to pedestrian and vehicular traffic flow, linkages with downtown and neighborhoods, public spaces, and urban design standards. Development adjacent to the waterfront should be reserved for the highest and best uses. The Inner Harbor and the waterfront and adjacent neighborhoods should be thought of as a unified asset with a unique set of problems and opportunities. The Inner Harbor Master Plan will be updated, preserving and enhancing the basic values of public access, high design standards, quality open spaces, and diversity of uses.

### ❖ Inner Harbor Operations and Maintenance

The Inner Harbor and waterfront and the surrounding neighborhoods should be treated as one unified asset that must be well managed and planned. The City looks forward to receiving recommendations from the Greater Baltimore Committee regarding how the City can improve its management of this resource.

### ❖ Completing the Promenade

The waterfront should remain accessible to residents and visitors, including completion of the promenade by 2004. The promenade should be viewed as an extension of the Gwynns Falls and Jones Falls trails, which would strengthen the link between the Inner Harbor and many City neighborhoods.

### ❖ Marina Master Plan

The City should complete the revision of the Marina Master Plan already begun, to create a Harbor Master Plan, which protects maritime commerce, balancing it with residential, office and recreational uses while ensuring the environmental health of this treasured asset.

### ❖ Protecting Port Uses

Through the Port Land Use Committee, the City should work with the Port and MDOT to protect viable maritime uses.





MADISON  
PARK

MID-TOWN  
BELVEDERE

JOHNSTON  
SQUARE

UPTON

MOUNT  
VERNON

PENN-  
FALLSWAY

OLDTOWN

**St. James Place**  
^ \$15M residential  
development

**Heritage  
Crossing**  
^ 260 new mixed  
income units

**Stewart's Bldg.**  
^ \$16M office/retail  
development

**Lexington Market**  
^ \$3.5M improvements

**Atrium**  
^ \$20M housing  
development

**Townes at  
The Terraces**  
^ 391 new mixed  
income housing  
units

**WEST SIDE  
Redevelopment**

**Super Block**  
^ full city block  
mixed use  
development

**Hippodrome**  
^ \$56M 2,200  
seat theatre

**Centerpoint**  
^ \$60M residential  
mixed use development

**University of MD  
Medical Center**  
^ \$284M in improvements/  
expansion TBC 2002

**Camden Crossing**  
^ \$25M new market-rate  
housing development

**The Zenith**  
^ \$34.3M residential  
development

Charles St. Streetscape

**Washington Village  
Main Street**

< **Carroll Park**  
^ \$2M capital  
investment

**Montgomery Park**  
^ 1.3 M square ft.  
office development  
^ \$92M

**Federal Hill  
Main Street**

L - CAMDEN  
TRIAL AREA

SHARP-  
LEADENHALL

SBIC

RIVERSIDE

# ASSET:

## University of Maryland at Baltimore/University of Maryland Medical System



The City is home to the University of Maryland Medical System and many of the University's graduate programs, including medicine, nursing, dentistry, law, pharmacy and social work. While some of the area around the university has been in decline in the past, plans to revitalize the entire West Side of Baltimore are designed to preserve and leverage the strength of UMAB/UMMS. The plan includes new residential housing, retail, new campus buildings, and the Hippodrome Performing Arts Center and implementation is underway. The University of Maryland is a major positive force, representing a tremendous opportunity for growth.



### Priority Actions

#### ❖ West Side Initiative

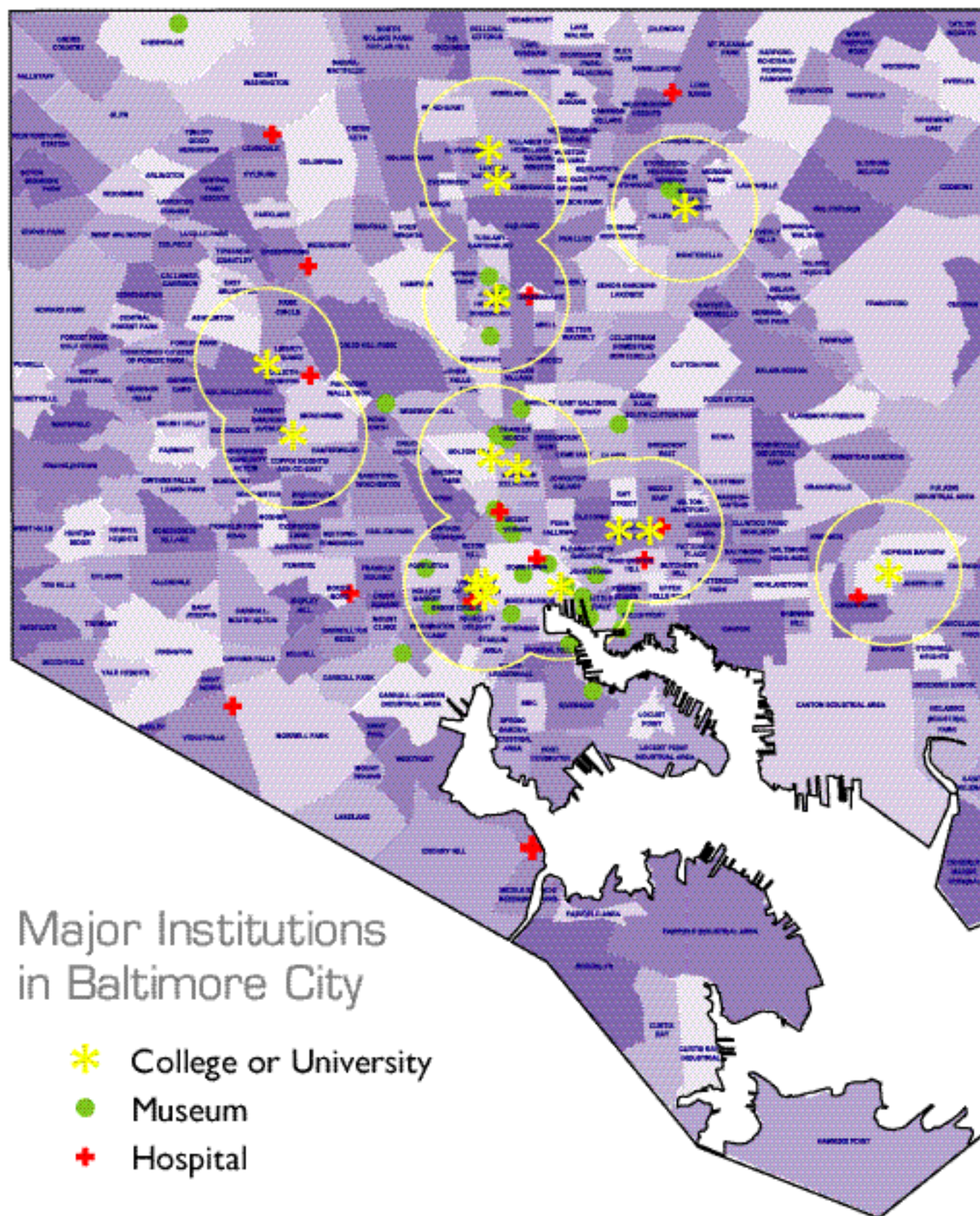
The vision of the West Side Initiative is a vital, dynamic, and urban neighborhood dominated by a concentration of housing and mixed-use retail and office development woven into a fabric of historic buildings and a vibrant streetscape. The initiative builds on the strength of the University of Maryland at Baltimore campus, Mount Vernon and the Central Business District. The six-year strategic plan includes construction of 1,800 additional market-rate housing units, 400,000 square feet of new private office space focused on university and medical research, health care, information technology, and telecommunications and 250,000 square feet of new retail and entertainment uses.

Real, measurable progress is underway with hundreds of millions of dollars of investment either completed or underway. We have a plan, and we have momentum. In 2001, the Atrium and the Stewarts building opened. Centerpoint will soon break ground. Lexington Market is being renovated and the Hippodrome will bring big Broadway shows to Baltimore. Progress must continue on this major investment to rebuild this downtown neighborhood.

#### ❖ Land Assembly

In order to continue the momentum building on the West Side with construction set to begin on Centerpoint and the Hippodrome, the City should explore a variety of funding sources to accelerate its land assembly efforts with an emphasis on the properties north and south of Lexington Street between Liberty and Eutaw Streets.





# ASSET:

## College Town Cluster of Universities & Colleges

In the Baltimore region, there are more than 100,000 students studying at 23 four-year and community colleges in the Baltimore region, including 14 institutions of higher learning in Baltimore City. In many areas throughout the City, the college and university campuses are an integral part of the economic well being of adjacent neighborhoods. The campuses are centers of employment, students, visitors, and on-going construction activity.

Virtually every college and university campus in Baltimore City is investing in academic, cultural, residential or athletic facilities. At Morgan State University, for example, the State has invested



over \$200 million in new and renovated academic buildings, residence halls, and, most recently, a new \$32 million performing arts center. Designated as the State's "public urban university," Morgan is an important anchor for Northeast Baltimore and the entire City. In

Mount Vernon, Peabody Institute is undertaking a \$24 million renovation, which will transform Peabody's campus by embracing the surrounding neighborhood. New construction and renovation is planned for academic buildings at Coppin State College. With nearly 4,000 students and 113 faculty members, Coppin is a source of strength in West Baltimore. In Bolton Hill and Reservoir Hill, Maryland Institute College of Art (MICA) is rehabilitating vacant buildings and construction the \$12 million Brown Center, which promises to be a new icon for the campus and a symbol of Baltimore's growing prominence in technology and design. The City should build upon the individual strengths of each campus in a way that promotes greater interaction between the campus and adjacent neighborhoods and business districts.







**RESERVOIR HILL**

^ Healthy Neighborhood  
^ \$5M publicly funded  
Housing rehabilitation

**Spicer's Run**

^ 86 new market-rate town homes

**North Avenue Streetscaping**

**Lyric Opera House**

^ \$8M expansion

**Brown Center**

^ \$15M

**Jones Falls Trail**  
^ \$6.5M construction

**Charles St. Bridge Reconstruction**

**STATION NORTH ARTS DISTRICT**

**Penn Station**

**MD Institute College of Art**  
^ \$37M over next year

**Printer's Square**  
^ 62 apartment firehouse redevelopment

**University of Baltimore**  
^ \$31M investment over next 3 years

**Symphony Center**  
^ \$32M mixed use development

**MIDTOWN**  
^ Healthy Neighborhood

**MD Historical Society**  
^ \$8M

**Peabody Institute**  
^ \$24M expansion

**Walters Art Museum**  
^ \$28M expansion

**Pratt Library**  
^ \$49M expansion

**Stanbalt Bldg.**  
^ \$23M residential development

**Auditorium Row**  
^ \$7M residential/retail development

**Basilica of the Assumption**  
^ \$28M renovation

**Annie E. Casey Foundation**  
^ expansion

Charles St. Streetscape



# ASSET: Mount Vernon/Midtown Cultural District/Station North Arts & Entertainment District



Mount Vernon/Midtown is one of the most historic, architecturally significant, and resource-rich communities in the nation. It is home to Mt. Vernon Square, the Washington Monument, the Walters Art Museum, the Center Stage Theater, Maryland Institute College of Art, the Peabody Institute, the Lyric Opera House, the Meyerhoff Symphony Hall, the University of Baltimore, the Basilica, Penn Station, Aegon Headquarters, the central branch of the Enoch Pratt Library and a number of financial services, legal and other professional firms. The area also offers some of the most historic, desirable row houses and apartments of any American city and is a core component of the City's heritage tourism plan.

With the release of the Mount Vernon Cultural District Plan in January 2000, the Mount Vernon

Cultural District Alliance, which consists of cultural institutions, foundations and government agencies, is committed to a series of recommendations all designed to improve the "campus" of Mount Vernon. Each cultural institution is involved in its own physical improvements; taken together these add up to a total of \$240 million in renovations and new construction over a ten-year period.

North of Mount Vernon, the area around Penn Station is emerging as an arts hub, made even stronger by its recent designation as an arts and



entertainment district for the purposes of receiving State tax credits. Anchored by the Charles Theater and Everyman Theater, the area has tremendous potential with a number of City-controlled properties that can be made available for redevelopment.



## Priority Actions

### ❖ Public Safety

To maintain and build on the potential of this asset, the City must continue to focus on increasing public safety.

### ❖ Transportation.

The Office of Transportation should work to reduce the high rates of commuting traffic moving through the community's wide, one-way streets; and work to improve the parking and public transportation situation.

### ❖ Streetscape Improvements and Wayfinding Signs

The City will support the Mount Vernon Cultural Alliance request for public infrastructure improvements throughout the district, such as new pedestrian lighting, sidewalks, street furniture, and a pedestrian wayfinding system.

### ❖ Strengthening Surrounding Neighborhoods

Finally, neighborhoods surrounding the district will receive special attention from City agency teams to build on strengths by moving the edges of this strong area into weaker areas. These efforts will initially be focused on maintaining the strength of Bolton Hill and focusing renewed energy and investment to strengthen Reservoir Hill.



Baltimore is fortunate to have a strong intercity transportation infrastructure for moving people and cargo, including the BWI Airport, the Port, Amtrak's Penn Station, MARC trains, and interstate highways. This infrastructure promotes quick, convenient connections to major cities along the East Coast, and throughout the nation and world. These assets are vital to supporting the retention, growth and productivity of businesses, quality of life, and the local tourism and convention industry.

**BWI:** BWI is the nation's 28th largest and second fastest growing airport. The State of Maryland recently announced a \$1.8 billion plan to expand BWI over the next six years with new parking facilities, larger concourses, moving sidewalks, and a variety of road and rail improvements to make getting to and from the airport easier. New international flights are expected to be the beginning of expanded global air service.

**The Port:** The Port of Baltimore is the nation's 16th largest port as measured by volume in metric tons. While the Port actually declined in volume during the past 15 years, it has realized a recent resurgence. The Port now has 55 percent of East Coast roll on/roll off tonnage and is the East Coast's third largest automobile and truck port, behind only New York and Jacksonville.

**Amtrak/Penn Station:** With over 900,000 in annual passengers, Baltimore's Penn Station is the nation's seventh largest passenger rail hub. (The only hubs larger than Baltimore's are in New York, Philadelphia, Washington, Chicago, Newark and Los Angeles.) Amtrak's New York-Washington line is the nation's busiest carrying enough passengers on this route to fill 121 daily airline flights. Amtrak recently began its high-speed Acela service that takes passengers from

Baltimore into New York's Penn Station in less than 2 hours and 15 minutes. The City should focus on making the train station a major component of its gateways strategy and work to leverage this hub through better local transportation connections, increased parking and improved public safety.

### Priority Actions

#### ❖ Economic Development Based Transportation Strategy

The Mayor's creation of an Office of Transportation is the first step in restoring transportation planning and implementation as a priority for economic growth and prosperity. The next step is creating a regional transportation strategy. Baltimore's mass transit situation has been a collection of fragmented, uncoordinated lines that do not form a working system. The Baltimore region has a Transportation Steering Committee, but this has not received sufficient attention in the past, resulting in ineffective planning and implementation (including securing State funds).

This situation has had a major negative impact on economic development because it severely limits the ability of city workers to access jobs in surrounding jurisdictions, encourages firms to locate in more convenient suburban locations, and contributes to congestion and parking shortages. The City should pursue a regional transportation strategy that will serve to win funds from the State and Federal governments for needed construction. The strategy should include an expanded fixed-rail (Metro, Light Rail, or Historic Trolley, for example) system, including an east-west connection from the Canton area, through downtown, into West Baltimore.



## ❖ Baltimore Regional Rail System Plan

Prompted by the State of Maryland's goal of doubling daily transit ridership by 2020, the draft Baltimore Regional Rail System Plan is the first comprehensive effort in nearly forty years to plan a system of Metro Subway, Light Rail, and MARC Train lines throughout the Baltimore region. MTA is developing a plan that will serve as a guide for the expansion of rail transit in the Baltimore area for years to come. The plan more than doubles the rail network in the Baltimore area (not including MARC train serv-

ice) from 43 miles to 95 miles, and the number of stations increases from 55 to 112. By comparison, the Washington Metro system is 106 miles with 85 stations. It would improve access to jobs both in downtown Baltimore and the suburbs by increasing from 227,500 to 325,000 the number of jobs within walking distance of a rail station. In addition, the new rail lines would greatly enhance connections among transit modes at Camden Station, Lexington Market, Charles Center, BWI Airport, and Penn Station, and provides new intermodal connections at the proposed Biotech Park north of Hopkins.

## ASSET:



An overnight drive to one-third of the country's population, Baltimore City is ideally located for companies needing quick access Washington, DC, New York, and mid-western markets. The City's downtown area and industrial areas - Carroll Camden, Canton, Fairfield and Locust Point - have excellent access to Interstates 95, 893, and 70.

## Priority Actions

### ❖ Land Assembly

The lack of sufficient, development ready available land in desirable locations is perhaps the greatest deterrent to business and residential investment in Baltimore City. Existing business-

## Access to East Coast, Washington, DC

es often express interest in expanding in the City, but are attracted to suburban locations largely due to the lack of ready and/or appropriate sites.

The City has limited available blocks of land near identified assets for development of office and industrial space or new housing. This severely hinders the opportunity to leverage these assets to their greatest potential. The City should create a substantial acquisition fund (possibly using tax increment financing (TIF), state Smart Growth programs, or federal Section 108 funds) to enable more aggressive land assembly focused in areas such as the Carroll Camden Industrial Area, Fairfield Industrial Area, and selected brownfield sites.

### ❖ Improve Interstate Access

The construction of a full interchange at Washington Boulevard and Interstate 95 will support the continued build-out of the 1,300,000 sq. ft. Montgomery Park business center and the 500-acre Carroll Camden area.

# ASSET:

## Industry Clusters: Tourism, Health Care/Life Sciences, Technology, Niche Manufacturing, Financial Services, & Distribution

Baltimore is also home to strong industry assets, such as finance, health care, and education. These industries will be best served by creating a business and quality of life environment that supports the diverse array of industries in the City.



### Priority Actions

#### ❖ Business Retention and Outreach

Significant focus needs to be directed to business retention efforts and building the internal system to support the needs, and foster growth, of existing firms. These firms must be the top priority for economic development marketing and service efforts since evidence shows that they are the greatest source of potential growth. Cities with satisfied existing firms are much more likely to realize growth from them, and to attract new businesses as well.

The City should establish a full-service business retention and growth effort with responsibility to build relationships with existing businesses and understand needs. The best retention programs have the involved support of the Mayor, highly professional staff, in-depth data and information warehouses on the City and industries, high quality web sites, aggressive customer call programs, and quality systems for performance

measurement: these should each be components of a focused retention program.

During the past several years, the Baltimore Development Corporation (BDC), the City's economic development entity, has begun an aggressive effort to make retention a core component of its mission, including hiring of experienced professionals and initial planning and implementation of a data library and web site. This effort must be solidified and expanded. All agencies must cooperate fully with the BDC's retention efforts. Retention results should be tracked and reported on a regular basis and used in making policy decisions.

Another major determining factor for business location decisions is whether trained workforce will be available. Initiatives pioneered by the Mayor's Office of Employment Development and Empower Baltimore Management Corporation support businesses in finding and developing the workers they need. These initiatives include: creating community-based career centers, providing support in removing barriers to employment (e.g., substance abuse and illiteracy), offering occupational skills training, and providing customized skills training to prepare workers to fill specific hard-to-fill positions.

#### ❖ Non-profits

Non-profits are a major source of economic health and growth. Awareness of the importance of this sector should be elevated. Non-profits provide the equivalent of over 50,000 full-time jobs to city residents; are a major source of personal income and property tax revenues; provide services and programs to serve city residents; and contribute to a higher

quality of life in the City. Employees of non-profits live in the City at a much higher rate than other industry sectors, so that the City is more likely to gain property and personal income tax revenues from them. Non-profits also stimulate neighborhoods through their business locations and the homes their employees live in.

### **Focus on Technology**

Today and in the near term future (at least until wireless communication is perfected, companies of all types are increasingly dependent on the quality of a city's physical communications infrastructure. Most high volume data users, which include financial institutions as well as information technology companies, are looking for broadband, digitally switched capabilities. They are generally not satisfied with one source, but require redundant service from multiple providers. Providers may include local telephone companies, competitive local exchange companies, cable television companies, and in some cases, electric utilities.

Baltimore's ability to accommodate expanding companies and plan for the future is hampered by its current lack of knowledge about the location and capacity of the telecommunications infrastructure. Cities such as Philadelphia, Oakland and San Diego have mapped their fiber infrastructure; Baltimore must be able to tell companies and developers what service is available at what locations. Conduit capacity must be analyzed so that street reconstruction projects can include appropriate expansion without additional cost and disruption.

### **Biotechnology**

The biotechnology industry is booming throughout the State of Maryland, particularly due to the major presence of federal research agencies, including NIH, FDA and the USDA.

Dubbed the "Genome BioCapital", Maryland is home to the third largest biotech industry in the country.

Baltimore is the epicenter of this industry, home to Johns Hopkins, the largest recipient of federal research dollars in the country, and University of Maryland, boasting over 180 M.D.s and PhDs on staff. The biotechnology industry offers a unique workforce development opportunity, as many companies are in need of both highly trained workers and a reliable source of technical workers. Baltimore must capitalize on this booming State industry, by realizing the vision of the East Baltimore Development, referenced above.

### **Tourism**

With the construction of a new Maryland Museum of African American Art and Culture, and the expansion of popular attractions such as the Maryland Science Center, National Aquarium in Baltimore, Baltimore Zoo, American Visionary Arts Museum and Great Blacks in Wax, the City's convention and tourism industry continues its rapid expansion. In July, the City will begin construction on a Visitor's Center in the Inner Harbor, the primary purpose of which is to help direct visitors and conventioners to historic neighborhoods and cultural attractions outside the Inner Harbor such as Mt. Vernon, Pennsylvania Avenue and Historic Jonestown. In addition, to maximize the benefit of the Convention Center, the City should work make the construction of another convention center headquarters hotel a priority. This is a key missing link in the City's tourism and hospitality structure and is needed to attract large conventions, contribute to the 24-hour city, and support key city assets such as the Inner Harbor, downtown, the West Side and historic neighborhoods throughout the city.



# SECTION III: A Desirable Place to Live & Work: Targeted Quality of Life & Infrastructure Improvements

With residents fleeing the City in record numbers during the 1980s and 1990s, Baltimore City shifted into a managed decline mode with a focus on maintaining fiscal stability, as opposed to improving a deteriorating quality of life and declining infrastructure that was driving investment away. If the City is to successfully emerge from this decline, it must begin to shift the focus from purely fiscal stability to making long-term, strategic investments in its future. Crime, drug addiction, vacant houses, and public schools are Baltimore's most critical quality of life issues. The first step is to focus on these issues, but not as independent initiatives, but as core components of a comprehensive, integrated economic development strategy.

## A City of Neighborhoods: Historic & Affordable



Historic buildings and neighborhoods provide a rich fabric that is proving vital to attracting new residents to cities. Baltimore's unique historic structures and neighborhoods like Ashburton, Roland Park, Arcadia, and Marble Hill provide key points of differentiation between the City and its surrounding suburbs and other cities. With well-maintained historic houses, strong community associations, and thriving shopping districts, these neighborhoods offer a high quality of life for residents. These neighborhoods are a major source of strength in retaining and attracting residents to Baltimore City.

Just last year, Mayor O'Malley invited various leaders in the real estate industry and the community to serve on the Mayor's Council on City Living (MCCL). The mission of the MCCL is to ensure that Baltimore is well positioned to

retain and attract a diverse group of homeowners and renters to the City that is excited about city living. Thus far, the Council has focused on opportunities and tools to ensure that the City's real estate market remains healthy and that living in the City remains appealing to first-time homebuyers. A final report, which will be incorporated into this growth strategy, is expected in Fall 2002.

With the largest number of historic properties in Maryland, Baltimore City's many historic neighborhoods have the most to gain from state and federal tax credits that provide equity for historic restoration and adaptive re-use projects. Many of Baltimore's nationally acclaimed economic development success stories revolve around finding creative uses for obsolete structures, including the Camden Yards Warehouse, the Power Plant, the Can Company in Canton, historic mills in the Jones Falls Valley, and the "dollar house" urban homesteading program. These types of projects have proven to be highly successful, not only in attracting tenants, but also in serving as catalysts for revitalizing surrounding neighborhoods such as Federal Hill, Canton and Fells Point.

However, population decline has taken its toll on many Baltimore neighborhoods. Since 1950, Baltimore City has lost nearly a third of its population, yet it still retains most of the housing where those former residents once lived. A citywide Department of Housing and Community Development (DHCD) survey in 2001 found 14,000 vacant and uninhabitable properties, and 4,000 vacant but habitable properties, for a total of 18,000 vacant buildings throughout the City. Most of these vacant buildings are row houses and many contain multiple dwelling units.

The vast majority of Baltimore's vacant buildings are clustered in the inner core of the city. These

neighborhoods generally have weak housing markets and are severely distressed in terms of physical and social conditions. It has, however, become abundantly clear that while we must continue to focus on those very troubled communities in the inner city, local government can no longer afford to assume that traditionally stable neighborhoods will remain strong without attention. A smaller, but significant number of Baltimore's vacant and deteriorated buildings exist in neighborhoods where isolated problems can, without attention, spread and cause a lack of community confidence, leading to a weakened market, and ultimately major disinvestment.



## **A. Neighborhood Oriented Investments**

Project 5000 is one of Mayor O'Malley's major initiatives to encourage development in communities city-wide. Using the resources of private law firms and title companies city-wide, Mayor O'Malley has asked the Department of Housing and Community Development (DHCD) to take the lead in identifying and taking title to 5,000 vacant properties in the City by the end of 2003. The goal is to bundle and dispose of land to developers interested in investing across the City. This will include working with communities to identify problem properties, working with

HUD and HABC to get title to many of their abandoned properties, often eyesores to communities throughout Baltimore, and foreclosing on properties where the liens outvalue the property.

Recognizing that different types of neighborhoods require different levels of attention and different sets of tools, the City's Planning Department, in conjunction with DHCD, has undertaken the task of assessing the health of its neighborhoods and categorizing them into four areas: 1) Preservation; 2) Redevelopment; 3) Stabilization; and 4) Reinvestment.

## **Preservation Neighborhoods**

Neighborhoods in the "preservation" category, like Hunting Ridge and Mt. Washington, represent healthy, attractive areas with high owner-occupancy rates and high property values. The housing stock is well-maintained and vacancy and abandonment rates are very low. Consequently, these neighborhoods have a relatively low need for intervention in the real estate market; they are thriving and require minimal public investments with the exception of improved public infrastructure and parks.

## **Redevelopment Neighborhoods**

On the other end of the spectrum, "redevelopment" neighborhoods such as Carrolton Ridge and Middle East, have seen significant deterioration of their housing stock and ended up with dense concentrations of abandoned buildings and vacant lots. Traditional market forces are not working in these areas, nor are they likely to be re-established soon. Therefore, the goal in these neighborhoods should be to stabilize targeted blocks, remove the surplus of vacant and

uninhabitable housing units, and create new uses such as recreational amenities, retail and employment centers. To that end, the City will employ the following strategies and programs:

### **Whole Block Demolition**

The devastation caused by abandoned housing in our "redevelopment" neighborhoods is significant enough that it demands a bold elimination effort. Whole-block demolition is the only sensible strategy in our "redevelopment" row house neighborhoods because it substantially reduces the per-unit cost of demolition and results in cleared land appropriate for re-use. DHCD will, therefore, avoid mid-block (or gap tooth) demolitions and conduct whole block demolitions in areas where the percentage of vacant housing surpasses 70%.

### **Public Housing Rehabilitation - Scattered Sites**

The 2,872-unit scattered site public housing inventory has suffered from major neglect and has been a significant blighting influence in many neighborhoods. Currently, only 45% percent are occupied and many have been vacant for years. HABC is currently conducting a viability assessment of every one of its scattered site public housing units. This assessment will enable HABC to make a determination about which units should be rehabbed, demolished, retained, or transferred - either to a public housing resident for homeownership or to a non-profit for homeownership or other community-enhancing use. HABC's first priority is the rehabilitation of units that are occupied and viable, as well as those in the "stabilization" and "reinvestment" neighborhoods such as Butcher's Hill and Sharp Leadenhall. Additional vacant, but viable, units will be rehabilitated as necessary (subject to funding availability), to reach the goal of up to 1,500 units available to public housing residents.



Up to 280 units are targeted for sale to residents subject to their level of interest (currently, approximately 100 residents have expressed interest) and their ability to meet program underwriting requirements. HABC will work closely with community-based groups, and other non-profit and for-profit entities, to dispose of the properties slated for transfer in a way that enhances community development plans. In summary, HABC's goal is to ensure that every unit is placed back in productive use or demolished.

### ❖ **Public Housing Rehabilitation - Conventional**

HABC will continue to focus attention on its HOPE VI developments. This past year, construction commenced on Heritage Crossing, Broadway Homes and Flag House Courts will start construction this summer. These three redevelopment efforts represent \$184 million in direct reinvestment and together with prior efforts, including Pleasant View Gardens, have spurred major economic development projects such as the Fayette Street Corridor Business Park. In addition, the Broadway land swap will enable Hopkins Medical Center to undertake major development activity on their East Baltimore campus.

Beyond the HOPE VI efforts, Master Planners have been identified for seven developments comprising approximately 2,000 units of low-rise, high density, aging, family public housing at an estimated cost of \$200 million. These include: Claremont Homes/Freedom Village; O'Donnell Heights; Cherry Hill; Westport and Westport Extension/Mt. Winans; and McCulloh Homes (low-rises). These neighborhood-wide planning processes will elicit the input of public housing residents and their neighbors to provide a roadmap for future revitalization.

### ❖ **CDBG/HOME funded affordable housing initiatives**

Significant activities in the "redevelopment" neighborhoods have often been facilitated with the assistance of the CDBG and HOME programs. CDBG, or Community Development Block Grant, funds make possible a wide range of social service and physical development efforts. Among them: construction of new housing and rehabilitation of existing housing for homeowners and renters; development of public facilities such as parks, community centers and street infrastructure; and upgrading of shelters for the homeless. CDBG funds also help support dozens of non-profit and governmental entities carrying out activities in "redevelopment" neighborhoods.

DHCD uses HOME, the Home Investment Partnership Program, funds as gap financing for the construction of decent and safe affordable housing which translates into increased rental and homeownership opportunities for the low and very-low income persons and families residing in these neighborhoods. Given the physical and social needs of "redevelopment" neighborhoods, and the statutory requirements of both programs, the city, state and local governments will maintain their commitment to these neighborhoods, and direct the vast majority of these funds to them.

What has not been addressed to date are the neighborhoods in the middle - the "stabilization" and "reinvestment" neighborhoods. The challenges in these are similar; the two simply vary by degree of disinvestment and the nature of the housing stock.

## Stabilization Neighborhoods

Neighborhoods in the "stabilization" category, such as Greater Lauraville and Ashburton, are mostly found in the outer ring of the city. These neighborhoods have homeownership rates nearly as high as Preservation Areas and vacancy rates nearly as low. However, median values in these neighborhoods are appreciably lower than in Preservation Areas, reflecting a variety of phenomena. In many cases the real estate market is not quite strong enough to respond to scattered problems and the images of the neighborhoods suffer accordingly, exaggerating the initial problem. Also, many of the homes in Stabilization Areas are not maintained and upgraded to the modern standards of the housing market. These neighborhoods have a need for targeted public interventions such as intervention buying, code enforcement and selective demolition.

## Reinvestment Neighborhoods

Neighborhoods in the "reinvestment" category, such as Rosemont and Govans, find themselves at a crossroads. These neighborhoods have moderate real estate values, average homeownership rates, and substantial vacancy rates, although not as substantial as Redevelopment Areas. Without intervention these neighborhoods could find themselves with widespread vacancies. However, with targeted interventions, such as side yard strategies, these neighborhoods can build off their strengths to become stable neighborhoods.

It is imperative that the City helps these "neighborhoods in the middle" to overcome emerging problems. The failure to address a boarded up property in an otherwise stable community sends a very negative message and can be the start of a downward spiral. Therefore, the goal

in these neighborhoods should be to intervene and prevent this downward spiral with the following approaches.



### ❖ Healthy Neighborhoods Initiative

This initiative is intended to build on the strengths of Baltimore's "middle" neighborhoods and encourage positive neighborhood-directed investment, so that more of Baltimore's neighborhoods can successfully compete to retain current and attract new residents who are willing to invest time, effort and money where they live. The approach focuses on neighborhood interventions that are carefully tailored to restore confidence, increase community pride, strengthen civic involvement, increase rehabilitation activities, increase homeownership and raise housing values.

To date, the Healthy Neighborhoods approach has been implemented in six distinct Baltimore neighborhoods: 1) Patterson Park; 2) Belair-Edison; 3) Reservoir Hill; 4) Garwyn Oaks; 5) Southern Mondawmin; and 6) Midtown. The provision of financial resources, training and technical assistance to these neighborhoods has facilitated the implementation of innovative loan programs, neighborhood pride projects, and outreach and marketing tailored to each neighborhood's needs. The City intends to expand this previously established program beyond the seven neighborhoods to address other "reinvestment" and "stabilization" neighborhoods starting with Ednor Gardens.

## ❖ **Neighborhood Conservation**

As in the Healthy Neighborhoods Initiative, this approach seeks to strengthen the real estate market, and improve the physical condition of the housing stock. It focuses on raising market confidence in a neighborhood by changing everyday investment behaviors among its residents, and strengthening its social fabric by promoting resident involvement. The broad elements of an expanded program include enhanced code enforcement, marketing, community organizing, acquisition and rehab loan program, and a land banking function comprised of intervention buying, stabilization and interim maintenance, selective demolition and disposition.

### ***Neighborhood Conservation Tools and Strategies***

The Healthy Neighborhoods and the Neighborhood Conservation approaches will eventually be integrated into a comprehensive program tailored to meet the specific needs of each neighborhood, increase equity, drive up housing values, recreate market confidence and increase the social equity and connectedness in these communities. The major components of such a program include but would not be limited to the following:

❖ **Acquisition/Rehab Loan Program.** The establishment of an acquisition/rehab loan program is needed to encourage and support homeowners in stabilization and reinvestment neighborhoods to properly maintain and improve their single-family homes. The program would be available to residents who wished to improve the physical condition of single-family dwellings in their area, and agreed to increase the market value of their home by 10%.

❖ **Enhanced Code Enforcement.** In an effort to get current owners to comply with the law by making repairs, DHCD shall track properties in "stabilization" and "reinvestment" neighborhoods through its enhanced code enforcement system. Where an owner with potential resources can be identified, this would be a 135-day process consisting of 90 days of enforcement action in the field, and if no positive action is taken by the owner, 45 days for the DHCD to take Court action.

❖ **Intervention Buying.** If, as a result of the City's enhanced code enforcement and Housing Court action, no progress or resolution is achieved on a blighting property, DHCD will seek to determine the suitability of the property for rehabilitation by others. Those properties deemed suitable for rehabilitation would be condemned through eminent domain powers granted to the City to eliminate slums and blight; acquisition by quick-take is estimated to take six months. During the acquisition period, efforts could be made to work with the neighborhood to identify a suitable buyer for the property. This might be an individual who would purchase and rehab, or a community development corporation, which would rehabilitate and then resell the property.

❖ **Selective Demolition.** In "stabilization" neighborhoods, if a property were to be deemed to be too deteriorated to be economically rehabilitated, the city should demolish it. After demolition, the vacant lot could be acquired through eminent domain, and either sold as a side yard to abutting owners, or offered for construction of a new home. In rare circumstances, multiple contiguous properties or whole blocks might be demolished.



## **B. Quality of Place Investments**

### **Neighborhood Commercial Corridors**

In an effort to enhance neighborhood commerce and retail capacity in the City, the Mayor has focused on increasing the scope of services and service delivery system of the Commercial Revitalization Division. This team's mission is to reposition business districts to better serve the customer base by strengthening the capacity of business associations to promote business district interest. One of the Mayor's priorities for neighborhood development is to increase the number of quality grocery stores citywide. Easy access to services, like groceries, are just one cornerstone of a great neighborhood. The City has already solicited interest from regional corporations in building and reopening groceries in Waverly, Govans, Cherry Hill and Inner Harbor East.

The Baltimore City Small Business Resource Center has increased its research, automation, as well as technical assistance services connecting strong arms with private and public partners. This paradigm in philosophy will support incentives for entrepreneurial business development, assist in business retention, and provide a resource for neighborhood businesses.



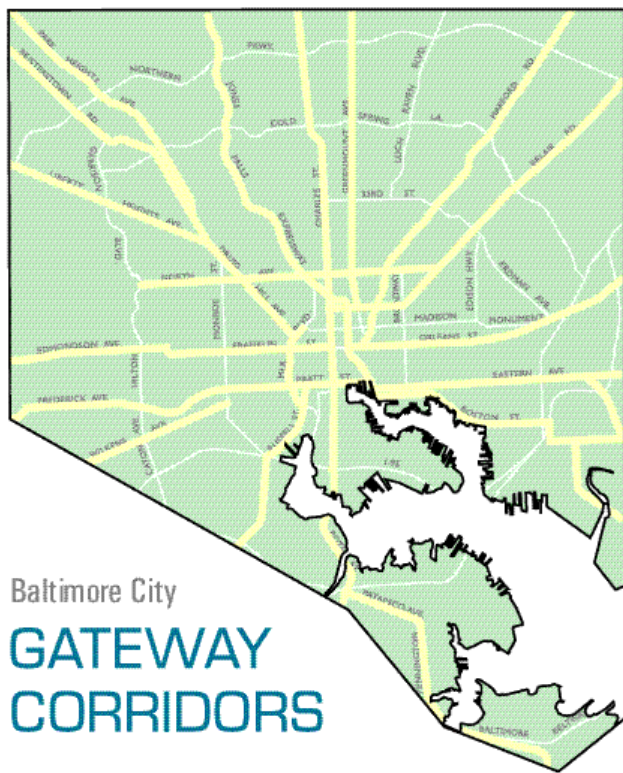
### **Main Streets Program**

The City's successful Main Street program should be expanded. Based on a model developed by the National Trust for Historic Preservation's National Main Street Center, Baltimore Main Streets provides customized support and assistance to seven designated neighborhood business districts based on a comprehensive strategy tailored to local needs and opportunities. The seven districts are: 1) Belair-Edison; 2) Waverly; 3) Pennsylvania Avenue; 4) Federal Hill; 5) Hampden; 6) Monument Street East; and 7) Washington Boulevard. Early successes include: 1) \$11 million of private investment (a 29:1 ratio of private to public dollars; 3) provided architectural services to 48 businesses, completed 49 façade improvements, and installed pedestrian lighting in several districts.

Attractive and vital commercial shopping districts enhance the quality of life in Baltimore City. Main Street communities should be given priority consideration for capital transportation, economic development and commercial revitalization funds. The City should use its power of eminent domain to acquire vacant or blighted properties whenever possible as part of Main Street plans. Future Main Street areas should build upon other city initiatives and existing areas of strength.

## Gateways

First impressions of Baltimore City are often the gateways that welcome people into the city and the corridors people travel through to get where they are going. Too many of Baltimore's primary gateways can be characterized as unkempt and unwelcoming, and do not provide the impression that you are entering a city that takes pride in itself. Revitalizing these gateway areas will help restore residents' confidence in the city as well as improving visitor impressions.



Physical gateway improvements should include well-maintained streets and bridges to attractive signage and banners. In addition, attention should be given to better customer service received from those the customer interacts with upon arrival, such as public transportation workers, cab drivers, rental car agents, and information counters of visitor's centers, airports and rail stations. The Mayor's Great Gateways Initiative has embraced gateways as a visible and important city enhancement strategy.

Implementation of gateways plans should be accelerated. In addition to currently identified gateways, the City should give immediate attention to the approach from BWI and to landscaping the plaza in front of Penn Station. Strategies should also be developed to improve areas adjacent to the Amtrak lines and along I-95.

In Spring 2002, the City will begin making visual improvements to Baltimore's Gateways - including clean-up, road repair and line painting, tree and flower planting, boarding up vacant homes, graffiti removal, cutting back overgrowth, and replacing faded signs. This should be followed by a systematic reconstruction of the City's main gateways, such as Park Heights Ave., Reisterstown Rd., Harford Rd., Pulaski Highway, Edmondson Ave., Belair Rd., York Rd., Frederick Ave., Wilkens Ave., Washington Blvd., Russell St., Hawkins Point Rd., North Ave., Eastern Ave., Boston St., Pennsylvania Ave., Gay St., Hanover St., Rt. 40 West, and Liberty Heights Ave.

## Schools

Schools should be at the center of healthy and prosperous neighborhoods, serving children and families during the school year and in evenings, weekends, and summers. Co-location of libraries, recreational facilities and providing a meeting place for neighborhoods can all solidify the important role schools can play on our neighborhoods.

School construction programs must be coordinated with other community development efforts emulating the model in Atlanta where the placement of new schools, YMCAs and recreational and service amenities buttress the physical transformation of isolated and depressed public housing developments into vibrant economically diverse communities. In Atlanta, co-location of new state of the art schools and new

housing has been a major marketing attraction for families of all income levels. In Baltimore, a parcel abutting the Terraces Hope VI site has been reserved for the construction of a new school. It is imperative that the State support this effort and an expanded program of new smaller community-based schools, throughout the city, which support other neighborhood investment.

## **Parks and Recreation.**

Baltimore's parks range in size from the magnificent 700-acre forest in Leakin Park to small lots in the inner city. The city's parks offer great diversity. Residents can play tennis in Druid Hill Park, hike in the woods of the Cylburn Arboretum or climb a pagoda in Patterson Park. Once considered among the nation's finest park systems, Baltimore's parks have suffered from deferred maintenance for many years.

Baltimore's park system is a gem in need of repolishing. Around 1900, the city's well-financed park system was the envy of most American mayors, but in 1998, only five of the top 25 cities spent less money per capita on parks and recreation than Baltimore. As a percent of total city acreage, Baltimore has dedicated 9.8% to parks and open space. The cities of New York (26%), San Francisco (25%), Boston (16%), Minneapolis (16%), Portland (16%), San Diego (17%), and Cincinnati (15%) have dedicated much more. Baltimore's parks are not all well connected to surrounding neighborhoods or to each other. Off-road trails are limited in and through the city, while poor street and sidewalk conditions make walking, jogging, cycling and in-line skating dangerous.

The State recently increased its funding in Baltimore's parks. The City should add to this by ensuring parks are joined in planning with



other area initiatives, including Healthy Neighborhoods, Main Streets, improved, and other revitalization efforts.

Many cities have discovered the importance of multi-use bike and pedestrian trails in connecting neighborhoods with employment centers. The opportunity exists in Baltimore City to carry out the Olmstead brothers' vision of linking Baltimore's major parks by a series of trails and greenways. The system of greenways and trails can be established within existing railroad, highway and utility rights-of-way.

Baltimore's greenways provide wonderful opportunities for linking communities to City resources and amenities. Roughly equivalent to the cost of reconstructing a 2-mile stretch of city roadway, greenways and trails are an economical way to enhance the City's park system. Two greenway trail systems are under development: on the west edge of the city. The 14-mile Gwynns Falls Trail from the Gwynns Falls stream valley to the Patapsco River will link 30 neighborhoods with 2,000 acres of parkland and the Inner Harbor. Through the north-south center of the city, the Jones Falls Trail will extend from the Inner Harbor to Lake Roland, a city-owned park located just across the city line in Baltimore County. Long term plans include a greenway between Herring Run Park and Morgan State University, on the east edge of the city.



## Arts, Culture, Sports and Entertainment.

Baltimore is frequently ranked among the top cities in the nation for its arts, culture, and sports assets - assets that are critical to the quality of life. The cultural community consists of the institutions as varied as those in Mt. Vernon (previously discussed) and the Baltimore Museum of Art, the Visionary Arts Museum, the B&O Railroad Museum, and the Artscape Festival, among others. Oriole Park and Raven's stadium at Camden Yards serve as the nation's models for baseball and football venues; they serve full houses for Orioles and Ravens games and support the tourism, hospitality, and retail industries.

Baltimore's cultural and entertainment asset base is not limited to formal events and places such as symphony halls or museums, but includes the vitality of more informal amenities, such as restaurants, cafés, bookstores and outdoor festivals, all of which are tangible assets that play a role in fostering creativity and innovation.

To continue the momentum the City is investing in the Baltimore Symphony Orchestra, the Lyric and Walters Art Museum and supporting the

expansion of National Aquarium in Baltimore, Maryland Science Center, Baltimore Zoo, Great Blacks in Wax, American Visionary Arts Museum. In addition, the City is providing the land for the new African American Museum of History and Culture proposed for the Inner Harbor.



# SECTION IV: A More Efficient, Responsive & Pro-growth Government

Baltimore has been hindered by City agencies not always working under a coordinated system toward common city goals, but instead are operating as independent entities focusing on their own agendas. Typically, constant pushing and badgering was necessary to keep other agencies moving the development process along, but this approach led to frustration and poor customer service. A recent evaluation of the permitting process in the City by the Greater Baltimore Committee (GBC) revealed a confusing and bureaucratic maze that even insiders cannot successfully navigate. Permits are required from a variety of different city agencies, with no established road map or systemic support to guide developers.

## Priority Actions

### ❖ **City Agency Collaboration.**

This report outlines a strategy for investing in areas of strength as part of targeted community revitalization efforts focused in geographic areas. Investing in any one of these assets without associated investment and resources dedicated to neighborhoods, gateways, crime reduction, alone, will not likely prove fruitful. One of the primary goals of the Growth Strategy is to highlight the importance of targeting our resources, and including strong interagency coordination, in supporting economic growth. Modeled off of successful agency and goal coordination efforts in Cleveland and Portland, an interagency team collaboration configuration can serve as the cornerstone of the City's development efforts and would represent a more efficient and effective way of organizing and coordi-

nating agency decision-making in the City. We have already started implementing measures to ensure the agency collaboration occurs, including:

- ❖ ***The Mayor's Development Group*** - Chaired by the Deputy Mayor for Economic and Neighborhood Development, the Development Group is comprised of agency heads from BDC, HCD, Finance, Law, Planning, Transportation and Public Works who meet biweekly to discuss new development proposals, recommend development policy and ensure that agencies stay focused on the role their agency plays in advancing economic development initiatives.
- ❖ ***Economic Development Subcabinet*** - A regular meeting of the Mayor's Cabinet that focuses solely on economic development issues.

❖ **Neighborhood Cabinet** - An interagency group meets weekly to develop Neighborhood Action Plans for individual neighborhoods throughout the City, in cooperation with respective neighborhood organizations. Attendees are senior staff from HCD, Planning, Mayor's Office of Neighborhoods, BDC, Transportation, DPW, Police, Recreation and Parks and the School System. The Neighborhood Cabinet presents each Neighborhood Action Plan to the Mayor.

❖ **Interagency working groups**, organized around assets, have been established and are regularly coordinating planning and implementation activities for areas including: the West Side, East Baltimore Development and Flag House Hope VI Neighborhood Redevelopment.

All of these methods of better organizing economic development activities serve to institutionalize working relationships among city departments and establish clearer rules for the development process upfront. The Economic Growth Strategy Advisory Committee recommended that additional, geographically-based, interagency work groups be established to be responsible for developing proactive strategies, to bring key city agencies and community reaction into the area planning effort to ensure buy-in and limit disruption and delays later in the process and serve as internal advocates within their respective organizations for ensuring the successful implementation of plans and directives. This approach is intended to more effectively ensure agency coordination, as opposed to being a new layer of bureaucracy.



### ❖ **CitiStat**

CitiStat is a critical component of the City's vision for Baltimore. In order to change the outcomes produced by government, it is necessary to improve the way government works. CitiStat changes what government does, by measuring what it produces and creating a mechanism to make timely changes. CitiStat measures results and holds managers accountable - not yearly, quarterly, or monthly - but every fourteen days. It consists of:

- ❖ Accurate and timely intelligence
- ❖ Rapid deployment of resources
- ❖ Effective tactics and strategies
- ❖ Relentless follow-up and assessment

Every two weeks, the agencies and organizational units participating in CitiStat submit

detailed information about indicators that determine performance and service. These numbers include complaints, overtime, unscheduled leave - and performance markers, like the retention rates for recovering addicts in treatment, or how long it takes to abate a pothole complaint. Geographic information is plotted and displayed on detailed computer maps to assist policymakers and managers in spotting problems and formulating strategies to address them.



CitiStat meetings are used to share successful tactics and reward top performers. CitiStat is helping replace a culture of delay and avoidance with a culture of accountability and results - monitored by technology. It puts information into the hands of many managers, rather than a few. And this shared knowledge allows government to change and adjust more quickly to better serve the public.

### ❖ **Financing Sources**

Approved City capital budget total (all sources) was \$416 million for Fiscal Year 2002. The CIP budget represents the financial targeting/commitment of resources to achieve the physical side of the City vision for economic growth and neighborhood revitalization. One "bold" manifestation of the capital budget fulfilling this role is the Mayor tapping into the full level of the City's debt capacity in FY 2004 and 2005 and earmarking the extra \$15 million per year for the key priorities of neighborhoods, jobs and schools.

### ❖ **Removing Bureaucratic Barriers**

City agencies must reframe their thinking to recognize the increasingly global competition to retain and attract residents, jobs, and capital, and the necessity to make decisions and investments that advance the city's prospects for success. All



City agencies must commit to continual improvement of their internal and external processes with the goal of eliminating unnecessary or superfluous steps, expediting review periods, introducing transparency and predictability. The Administration will streamline and, whenever possible, mechanize the following processes:

- ❖ Permitting
- ❖ Development Review
- ❖ Zoning
- ❖ Development Agreements/Rights of Entry Agreements
- ❖ Public Works Contracts

### ❖ **Performance Measurement**

Accountability and frequent measurement of progress are critical to the success of this strategy. Performance measurement is the key to staying focused and achieving goals and objectives. The City should develop sets of metrics related to economic growth such as: 1) annual assessment of each department based on its ability to redesign service activities and work in partnership with other agencies to meet city economic growth goals; 2) internal metrics to evaluate progress in executing this strategy; and 3) metrics focused on desired Citywide economic outcomes.

The internal metrics should be based primarily on activities and inputs that should lead to successful outcomes. Outcomes should be measured on an annual basis and include such factors as home ownership rates, housing vacancy rates, population growth, employment growth, tax revenues, median home prices, business and resident satisfaction surveys, education attainment and quality of life rankings.

# APPENDIX Core Principles

## THE ISSUE

The City operates a small but highly visible maintenance yard on a waterfront parcel between the Canton Waterfront Park and a proposed \$110 million mixed use office, hotel, and retail development on a former brownfield site. The developer has asked the city to consider relocating the maintenance yard.

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Baltimore City Public Schools (BCPS) is considering relocating its Hospitality and Financial Services Academy, now housed at Patterson High, to an area closer to the industries it intends to serve.

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A 1904 plan for the City's park system by the Olmstead brothers recommended a series of greenways and trails to connect the major parks. The possibility exists to carry out this vision along the Gwynns Falls and Jones Falls stream valleys; however, funding is limited.

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Additional funds are needed to acquire vacant, underutilized and blighted property for land assemblage and redevelopment. Having environmentally clean, well-located, development-ready sites is critical to retaining companies and attracting new investment in targeted areas.

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To fully utilize the expanded Convention Center and attract larger conventions, the City needs another "convention center" hotel.

# Applied – The Difference

CITY RESPONSE ABSENT THE CORE VALUES	CITY RESPONSE INCORPORATING THE CORE VALUES
<p>The facility is well located for the important Department function it serves. It would take time and funds to relocate the facility and distract the Department from carrying out its service delivery responsibilities.</p>	<p>Relocating the facility and extending the promenade and waterfront park will build upon the City's greatest strength, increase public access to the waterfront by extending the promenade and provide a visual and pedestrian link between a major new development and the Canton residential neighborhood.</p>
<p>Cost and timing are primary considerations. BCPS should identify spaces in downtown that are safe, affordable and proximate to the Inner Harbor and financial district.</p>	<p>Building upon the strength of the University of Maryland at Baltimore, The City is investing millions of dollars to create a vital and attractive residential neighborhood on the West Side of downtown. A state-of-the-art public high school convenient to the West Side would enhance the residential character of area and provide a use for one of the many large historic buildings.</p>
<p>The Gwynns Falls and Jones Falls trails will be completed in phases over the next six years as funding permits. Even if funds were identified, the process of designing and building the trails cannot be changed, resulting in at least a 5-year build-out.</p>	<p>Parks, greenways and trails are vital to economic development and quality of life. The cost of completing the trails is small relative to the benefit of linking these areas of strength. The City should complete design, funding and construction of the trails in two years.</p>
<p>The acquisition of properties should occur over time using existing resources. The short-term cost associated with a more aggressive acquisition strategy could negatively impact the city's credit rating.</p>	<p>The long-term benefits of assembling property for development, especially in areas where opportunities exist to increase the tax base relatively quickly, justifies a more aggressive acquisition strategy. Without abandoning sound fiscal management, we should move quickly to acquire more land for future development.</p>
<p>When a private developer is willing to assume the risk of building a hotel the City will consider providing financial assistance. The City should wait until a developer steps forward.</p>	<p>Building upon our tourism base is good for the City's economy. The City owns a parcel very well situated for a convention center hotel and major new parking garage. If a developer does not emerge and if market studies conclude that a publicly funded hotel is feasible, the City should take the lead in developing a hotel on the site.</p>



# Capital Projects, Investments

## **A City of Neighborhoods - Affordable and Historic**

### **Healthy Neighborhoods/Market Rate Housing:**

Various Street Improvements  
Camden Crossing  
Spicer's Run/Reservoir Hill

### **Public Housing:**

Flag House Courts  
The Broadway  
Heritage Crossing

### **Main Streets:**

36th Street Improvements (Hampden)  
Greenmount Avenue Improvements (Waverly)  
York Road Streetscaping  
Waverly Supermarket Street Improvements  
East Monument Street and Federal Hill  
streetscaping

### **Gateways:**

Gateway Landscaping  
Pulaski Highway Resurfacing and Landscaping  
Russell Street Reconstruction  
Washington Boulevard Reconstruction  
Hanover Street Bridge Reconstruction  
Eastern Avenue Reconstruction and Bridge  
Painting  
Interstate-83 Resurfacing  
Howard Street Bridge Painting  
Charles Street Resurfacing and Streetscape  
Improvements

## **Johns Hopkins Medical Campus**

Land Assembly North of Hopkins  
Fayette Street Reconstruction  
Orleans Street Improvements  
Broadway Median Reconstruction

## **Inner Harbor and the Waterfront Neighborhoods**

Swann's Wharf Promenade  
Anchorage North Shore Promenade  
Fell's Landing Promenade  
Frederick Douglass/Isaac Myers Park and  
Promenade  
Harborview Promenade  
Caroline Street Reconstruction  
Central Avenue Reconstruction  
Visitor's Center at the West Shore  
Inner Harbor Master Plan

## **University of Maryland at Baltimore/University of Maryland Medical System**

Land Assembly North and South of Lexington  
Street  
Lexington Street Reconstruction  
Eutaw Street Improvements

# Organized by Assets

## **Mount Vernon/Midtown Cultural District**

Mt. Vernon Cultural District Street Enhancements  
Downtown Partnership Wayfinding Signage  
Walters Art Museum  
Street Improvements, including reconstruction of Charles Street and Bridge and Calvert Street Improvements

## **Intercity Transportation Infrastructure**

East-West Transit Connector Study

## **Arts, Culture, Sports, and Entertainment**

Baltimore Museum of Art Improvements  
National Aquarium in Baltimore Expansion  
Maryland Science Center Expansion  
Maryland African American Museum of Art and Culture  
Great Blacks in Wax Expansion  
Jonestown Museum Walk Street Improvements  
Lyric Expansion  
Baltimore Symphony Orchestra Renovations  
Baltimore Zoo Expansion

## **Parks and Recreation**

Druid Park Jogging Path  
Hopkins Plaza Reconstruction  
Bicycle Network Strategy  
Johns Falls Trail  
Gwynns Falls Trail  
Patterson Park Improvements  
Druid Hill Park Conservatory Improvements  
Otterbein Park Lighting  
Playlot Reconstruction

## **Access to East Coast, Washington, DC**

Land Assembly - Carroll Camden  
Land Assembly - Fairfield  
Land Assembly - Brownfield Properties  
Interstate Access Study - Washington Boulevard at I-95  
Interstate Access Study - Russell Street at I-95  
Interstate Access Study - Hanover/Potomac Streets at I-895  
MARC Improvements

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